Chapter Topic: Economic Prosperity and Opportunity

Community Vision Statement

(Overall Future Outcome Envisioned for this Chapter's Topic)

- Charlottesville's economy will be vibrant and resilient, with a diversified and broadened economic base.
- The City will connect the community to meaningful opportunities for inclusive wealth creation. The building of career ladders of opportunity and economic mobility will be bolstered by ensuring that local economic growth is paired with the development of employment, training, and other opportunities for residents.
- Charlottesville's land use and economic development programs will be supportive of businesses, including existing small and minority-owned businesses as well as new business ventures, and the City will actively participate in community wealth building and regional economic development initiatives.

Overview of Chapter Goals

(Specific outcomes related to achieving the Community Vision)

Goal 1. Build Community Opportunities and Workforce Development: Be an effective partner in helping the community prepare for economic success.

Goal 2. Sustaining Business: Generate, recruit, and retain successful businesses and jobs.

Goal 3. Innovation and Growth: Create an entrepreneurial environment that fosters the creation and success of businesses.

Goal 4. Partnerships: Build partnerships with private sector groups in order to maximize strategic capital investment in targeted areas of Charlottesville, including higher-intensity nodes and corridors identified on the Future Land Use Map.

Goal 5. Tourism: Increase tourism to help expand the positive economic impact visitors have on the city.

Goal 6. Downtown Mall: Maintain the economic vitality of the Downtown Mall area and foster it as a diverse and welcoming focal point hub of the region, with a vibrant historic district, arts and entertainment, shopping, dining, cultural events, and a dynamic City Market.

Goals and Strategies

Goal 1. Build Community Opportunities and Workforce Development: Be an effective partner in helping the community prepare for economic success.

Related Guiding Principle(s):

- *Equity & Opportunity, Local & Regional Collaboration*

Measures of Progress:

- *# of general education/training programs supported, # participants in GO Programs, with demographic information*
- *# of youth programs supported, # participants, with demographic information*
- *# of residents assisted by the Downtown Job Center, with demographic information*
- *# of jobs available in various sectors and average weekly wages*

Strategy 1.1 Create guidelines and incentives to encourage local economic growth to be paired with the development of employment, training, and other opportunities for residents, to help increase opportunities for local wealth creation.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Office of Economic Development (OED)
- Timeframe: 1-2 years
- Source: *Cville Plans Together* process

Strategy 1.2 Continue to develop and expand programs for Charlottesville youth that will expose them to the principles of financial literacy, economics, technology, and entrepreneurship.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: Charlottesville City Schools (CCS), Charlottesville- Albemarle Technical Education Center (CATEC), Community Attention, OED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 1.3 Provide support for educational programs that will prepare Charlottesville students for 21st Century jobs in our area's target industries.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CCS, CATEC, Virginia Career Works -- Piedmont Region, Piedmont Virginia Community College (PVCC), OED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 1.4 Develop educational programs/training that target jobs that are in high demand to ensure that the local workforce has the qualifications needed to find employment within these industries.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, Central Virginia Partnership for Economic Development (CVPED), Virginia Career Works -- Piedmont Region, PVCC
- Timeframe: Ongoing

- Source: 2018 draft Economic Sustainability chapter

Strategy 1.5 Explore programs/initiatives that offer skilled trades training for Charlottesville residents. Nurture and expand employment opportunities within this industry.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CCS, CATEC, PVCC, OED, Charlottesville Department of Social Services (CDSS), Neighborhood Development Services (NDS)
  – Section 3, Virginia Career Works
  – Piedmont Region, CVPED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 1.6 Partner with local workforce service providers to offer retraining opportunities for Charlottesville residents in order to increase their chances of gaining employment in new and emerging industries.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CDSS, NDS – Section 3, Virginia Career Works - Piedmont Region, PVCC, OED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 1.7 In collaboration with workforce development agencies in the area, provide recruitment events/activities (e.g., job fairs, conferences, etc.) that connect employers with potential employees of all ages and skill levels.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, CDSS, Local Workforce Development Agencies
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 1.8 Collaborate with workforce service providers to help Charlottesville residents overcome barriers to employment such as basic education and training, transportation, childcare, etc.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CDSS, Community Attention, Charlottesville Area Transit (CAT), NDS, OED, Local Workforce Development Agencies
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 1.9 Continue to operate the Charlottesville Downtown Job Center to ensure that city residents have access to employment services and training opportunities that will help them meet local employers' workforce needs.

Sub-strategy:

- Look for ways to increase outreach about these programs, particularly in lower-income communities and neighborhoods.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Goal 2. Sustaining Business: Generate, recruit, and retain successful businesses and jobs.

Related Guiding Principle(s):

- *Equity & Opportunity, Local & Regional Collaboration, Environmental Stewardship & Sustainability*

Measures of Progress:

- *# of Small, Women-owned, and Minority-owned (SWaM) certified businesses that are in the city.*
- *# of Small, Women-owned, and Minority-owned (SWaM) certified businesses that are registered vendors in the city.*
- *% of City contracts awarded to Small and Minority-owned Businesses.*
- *# of Small and Minority-owned Businesses provided technical assistance annually.*
- *# of businesses assisted annually through businesses visitation program*

Strategy 2.1 Implement business recovery strategies to address impacts from COVID-19.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, City Council
- Timeframe: Ongoing
- Source: *Cville Plans Together* process

Strategy 2.2 Continue to nurture the Minority Business Development Program to ensure Charlottesville is an inclusive and supportive environment for minority-owned businesses.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED
- Timeframe: Ongoing
- Source: Staff

Strategy 2.3 Increase the number of certified and non-certified Small, Women-owned, and Minority- owned Business (SWaM) certified businesses that are registered vendors in the city.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, Division of Procurement & Risk Management, NDS – Section 3
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 2.4 Partner with business assistance agencies and local non-profits to provide training opportunities that will help businesses achieve greater success.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, Local Business Assistance Organizations
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 2.5 In order to retain existing businesses, develop and implement a talent development strategy to attract skilled professionals to Charlottesville.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, CVPED

- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 2.6 Continue business visitation program to regularly assess the health of our existing businesses and share information about support programs when relevant.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 2.7 Support development and sustainability of small businesses that enhance existing neighborhoods, proposed nodes and corridors, and employment centers.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, Local Business Assistance Organizations
- Timeframe: Ongoing
- Source: 2018 draft Land Use chapter

Strategy 2.8 Work with Albemarle County and local educational institutions to ensure that economic and workforce development efforts are appropriately aligned to foster business recruitment and retention in the Charlottesville area.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, Albemarle County, PVCC, University of Virginia (UVA)
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 2.9 Develop and implement a marketing and communications effort that informs residents and businesses about the products and services offered by the City of Charlottesville Office of Economic Development.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 2.10 In order to diversify and broaden the current economic base, to both grow the number of available job opportunities and ensure sustainability of the local economy, consider industries that may address a current gap or future need in Charlottesville (including green jobs) and implement recruitment strategies, partnering these efforts with job training and workforce development strategies.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, CVPED, Albemarle County
- Timeframe: Ongoing
- Source: *Cville Plans Together* process

Strategy 2.11 Increase the number of contracts awarded to Small and Minority-owned Businesses, including through increased outreach to these businesses in procurement processes.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, Procurement
- Timeframe: Ongoing

- Source: Staff

Goal 3. Innovation and Growth: Create an entrepreneurial environment that fosters the creation and success of businesses.

Related Guiding Principle(s):

- *Equity & Opportunity, Local & Regional Collaboration*

Measures of Progress:

- *# startup businesses receiving assistance*

Strategy 3.1 Work with partners to help entrepreneurs, including local start-ups, identify locations/ sites where they can successfully start and grow their companies.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, partner organizations
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 3.2 Continue partnerships with the University of Virginia and its affiliated groups, Greater Central Virginia and other large metro areas in the state, in order to maximize the business assistance resources available to entrepreneurs and expand innovative industry locations in Charlottesville.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, Albemarle Country, UVA
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 3.3 Partner with community organizations to provide relevant training opportunities for startup businesses.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, Local Business Assistance Organizations
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Goal 4. Partnerships: Build partnerships with private sector groups in order to maximize strategic capital investment in targeted areas of Charlottesville, including higher-intensity nodes and corridors identified on the Future Land Use Map.

Related Guiding Principle(s):

- *Equity & Opportunity, Local & Regional Collaboration, Environmental Stewardship & Sustainability*

Measures of Progress:

- *Vacancy rates for retail and office space*
- *Value of commercial permits annually*

Strategy 4.1 Explore appropriate incentives for development projects with significant economic impact, with particular emphasis on target

industries and those industries that directly address the need for more career ladder job opportunities that will help move city residents towards self-sufficiency (e.g., light manufacturing, semi-skilled trades, green jobs, emerging industries, etc.).

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED

- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 4.2 Work closely with state government, regional organizations, and adjacent jurisdictions to support transit-oriented and transit-accessible employment throughout the region.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, NDS, CAT, Thomas Jefferson Planning District Commission (TJPDC) and other regional entities
- Timeframe: Ongoing
- Source: 2018 draft Transportation chapter

Strategy 4.3 Proactively promote the undertaking of planning and development studies such as Small Area Plans, particularly as these relate to economic development opportunities in strategic areas throughout the city.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, NDS
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 4.4 Encourage the development of the city's key commercial corridors and surrounding sites (such as West Main Street, Preston Avenue, Harris Street, and Cherry Avenue).

Sub-strategies:
- Partner with University of Virginia and all other adjacent property owners and residents for continued implementation of the West Main Street Plan.
- Look for ways to support the Cherry Avenue Small Area Plan recommendations.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: OED, UVA, NDS
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 4.5 Partner with internal and external stakeholders to implement the Strategic Investment Area plan.

Implementation Notes and Source of Strategy:
- Potential Implementation Lead & Partners: Office of Housing & Redevelopment, OED, NDS, City Council
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Goal 5. Tourism: Increase tourism to help expand the positive economic impact visitors have on the city.

Related Guiding Principle(s):
- *Local & Regional Collaboration, Community Culture & Unity*

Measures of Progress:
- *# tourism-supported jobs*
- *Tourism revenue*

Strategy 5.1 Ensure all visitors feel welcome, regardless of race, ethnicity, religion, sexual orientation, gender identity, age, mental/physical disability, citizenship, or other personal or cultural characteristics.

Sub-strategy:

- Work with regional partners to create inclusive content and share diverse local stories.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CACVB, OED, Albemarle County, Communications
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter, *CACVB Strategic Action Plan*

Strategy 5.2 Seek out opportunities for public-private partnerships in the provision of infrastructure that supports the tourism industry.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, CACVB, Albemarle County
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 5.3 Explore ways of creating recreational/trail access routes to our community's cultural sites and neighborhoods to enhance understanding of Charlottesville's culture and history, and to enhance their effect on Charlottesville's economy.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: CACVB, Parks & Recreation, OED, Albemarle County
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter, *CACVB Strategic Action Plan*

Goal 6. Downtown Mall: Maintain the economic vitality of the Downtown Mall area and foster it as a diverse and welcoming focal point hub of the region, with a vibrant historic district, arts and entertainment, shopping, dining, cultural events, and a dynamic City Market.

Related Guiding Principle(s):

- *Community Culture & Unity, Equity & Opportunity, Connections & Access*

Measures of Progress:

- *Complete evaluation of ways to make the Downtown Mall more welcoming and inclusive for all and create a summary of implementation strategies*
- *Complete evaluation of ways to connect the Jefferson School City Center to the Downtown Mall*

Strategy 6.1 Study how the Downtown Mall can be more welcoming and inclusive for people of all social, cultural, racial, ethnic, and economic backgrounds, and take action on findings.

Sub-strategy:

- Continue to support and maintain the Downtown Mall, as not only the economic and cultural hub of the city, but as a historic, central place that encourages diversity through activities, residences, goods, and services.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: City Manager’s Office, NDS, Parks & Recreation, OED, Public Works
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 6.2 Evaluate parking demand for new development as it occurs, with particular attention to parking needs Downtown and along the West Main corridor.

Sub-strategy:

- Coordinate with any future regional Transportation Demand Management efforts.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, NDS, TJPDC, Albemarle County, other regional entities
- Timeframe: Ongoing
- Source: 2018 draft Economic Sustainability chapter

Strategy 6.3 Evaluate ways to physically and socially connect the Jefferson School City Center to the Downtown Mall with a plaza, as proposed in the Starr Hill Vision Plan.

Implementation Notes and Source of Strategy:

- Potential Implementation Lead & Partners: OED, Public Works, NDS, Property Owners
- Timeframe: 3-4 years
- Source: 2018 draft Economic Sustainability chapter, *Starr Hill Vision Plan*